

RENAULT - NISSAN ALLIANCE CHARTER

A global strategic link and partnership for the 21st century

The Agreement signed on March 27, 1999 between Renault and Nissan is dedicated to achieving a unique and original construction between a French and a Japanese company, an exemplary and profitable Alliance. A spirit of cooperation of understanding and of mutual respect is the basis of this Alliance which induces a set of rules.

While preserving respective brands and identities and ensuring profitable growth for each partner, Renault and Nissan seek to build a new culture founded on trust, aiming at building a binational group.

The challenge is ambitious, and the vision is clear and shared. Thanks to complementarity and synergy opportunities, and despite distance and differences between the 2 companies, Renault and Nissan intend to develop a continuous cross learning process in order to build together value for both companies and their employees, shareholders and customers.

This Charter is a membership sign or symbol between parties sharing common business values. It aims at formalizing the « Spirit, Principles and General Rules of Business Ethics » each partner agrees to implement for a successful Alliance.

It is essential that every person involved in the Alliance teams shares this Charter in depth.



Yoshikazu HANAWA



Louis SCHWEITZER

1 . Spirit, Principles and General Rules of Business Ethics

- 1 / **Ambition and will to succeed must guide both partners to build together value for both companies, and their stakeholders.**
- 2 / **Promote and maintain at all times mutual trust.**
Trust is a building process based on :
 - ◆ Continuous, in-depth and fair exchanges on respective backgrounds,
 - ◆ Elaboration and respect of common working rules
 - ◆ Joint problem solving
 - ◆ Common solutions and decisions, understood by and acceptable to both partners
- 3 / **We should develop a common vision based on truth and human respect.**
Stereotypes, misinterpretations, and linguistic differences can be obstacles to intercultural efficiency :
 - ◆ Be aware of cultural differences, recognize and interlace different cultural strengths and styles
 - ◆ English is the official language for all exchanges. Nevertheless the resort to the help of a translator is encouraged, when needed, to improve common understanding
 - ◆ Respect every person within the Alliance, including her origin and culture
 - ◆ Practice active listening. Seek to understand, as much as to be understood
 - ◆ Keep in mind that an Alliance is a continuous learning process.
- 4 / **Ensure balance between the 2 partners.**
 - ◆ The Alliance is fairly balanced, globally. On every project, merits will be appreciated upon global performance criteria.
 - ◆ Encourage transparency and exchange sincere and reliable information within the Alliance
- 5 / **Keep confidential within the Alliance any information or document relating more particularly to studies, products, industrial, financial, commercial data and any industrial property rights or know-how, exchanged or developed as a result of the Alliance.**
 - ◆ Abstain strictly from using or taking advantage directly or indirectly of any privileged information construed as insider trading.
- 6 / **Be fair with third parties.**
 - ◆ Abide by any law or regulation more particularly relating to labor, environment and competition
 - ◆ In dealing with suppliers (particularly in the selection and bidding procedure) and with dealers
 - ◆ In abstaining strictly from accepting or giving any sort of undue advantages whatsoever.

2 . Key conditions of success

- 1 / Keep in mind initial common commitment and overcome current difficulties.
- 2 / Share objectives, seek complementarity, promote commonality, favor rapid implementation of actions.
- 3 / Strive to convey and support the decisions of the Global Alliance Committee as far and deep as needed in Renault and Nissan's respective Groups.
In order to promote commitment, managerial efforts are designed to :
 - Communicate and explain, on the one hand, the targets, scope and common rules of the Alliance, and on the other hand, Alliance implementation progress.
 - Encourage and take into account personal ideas and suggestions
- 4 / Measure and release the achievements for the Alliance. Correct if needed.
- 5 / Develop key talents to serve the performance of the Alliance and reward achievements and progress.
- 6 / Ensure continuous improvement through facilitation, analysis, assessment and updating of the co-operation process.

The specific common rules needed for everyday life are detailed in the Handbook.

Any further specific functional rules, if need be, relating more particularly to cost/profit sharing, transfer prices, status of technology and confidentiality associated therewith, shall be established by the GAC under the umbrella of the foregoing general principles.